



H. John Heinz III
Progressive Care Center



University Drive Division



Highland Drive Division

The VA Pittsburgh
Healthcare System
University Drive
Pittsburgh, PA 15240

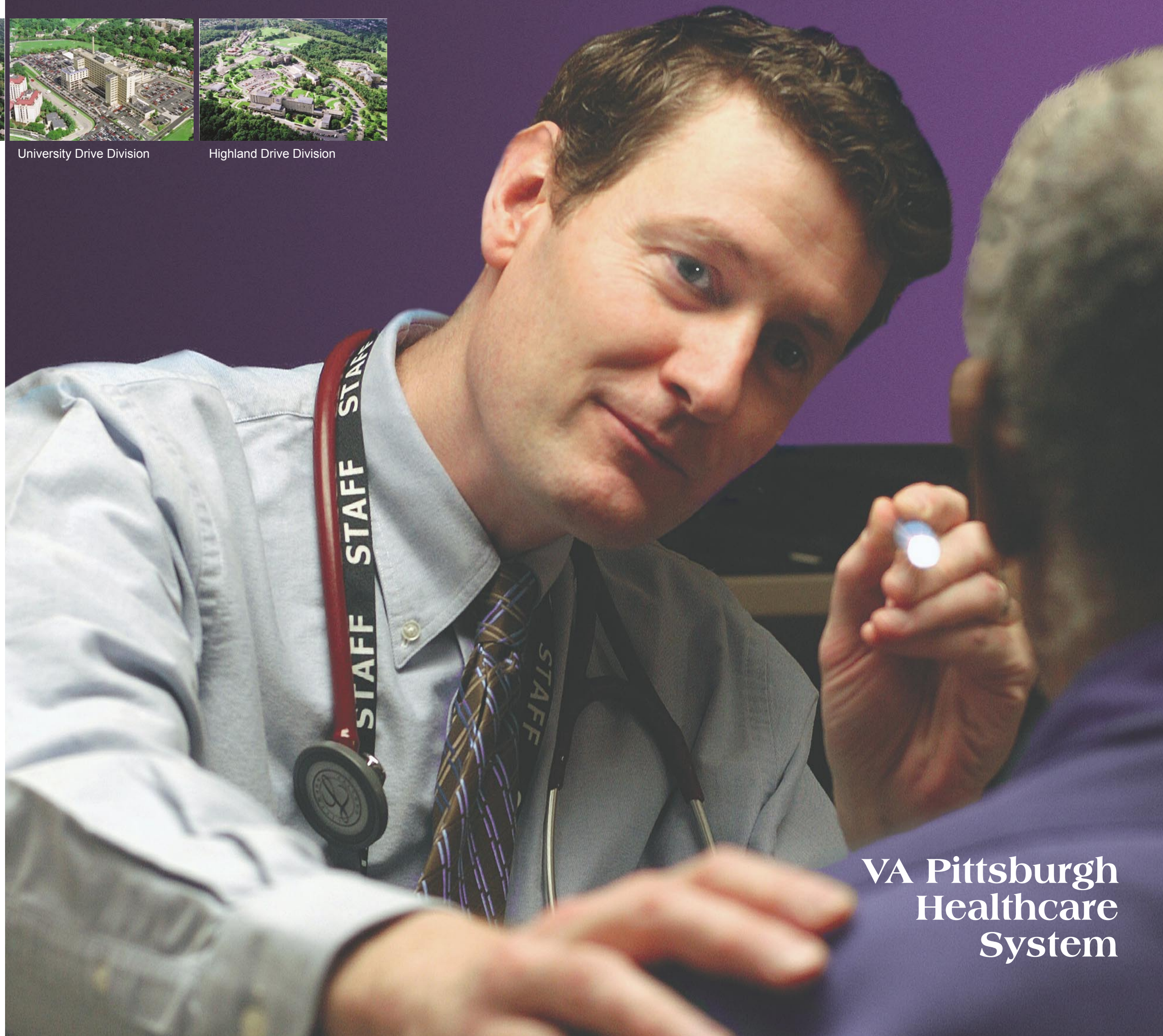
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Department of Veterans Affairs



Setting New Standards in Healthcare



**VA Pittsburgh
Healthcare
System**

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Top Ten Accomplishments 2004

Major Construction Project

Construction plans by division

University Drive (UD) Division

University Drive will begin construction of a new 1,500 space parking garage at the east side of the existing medical center in the spring of 2005. Infrastructure improvements to the surrounding campus may include new traffic lights, turning lanes, expanded roads, new roads, etc.

New construction at the UD campus will include:

- 208,000 square feet of new construction for new behavioral health outpatient clinics and psychiatric inpatient nursing units in a stand-alone mental health pavilion. New construction will also include a new Audiology Clinic, educational facilities, pharmacy, and new space for research.

■ 24,000 square feet of renovation will consist of:

- Renovations to the existing ECC into an urgent and psychiatric care admissions area.
- Relocation of the Eye Clinic for improved access to patients.
- Expansion of the pharmacy to accommodate increased workload and improved access to patients.
- Other smaller renovations to accommodate relocated programs include: administrative and lab space for research, police, and business services.

Stakeholder Feedback

- Over 70 employees participated in over 150 hours of Focus Review Groups
- 1,500 fliers and 700 direct invitations were distributed to veterans, veteran service organizations, returning OEF/OIF soldiers, and active duty military soliciting their involvement and input into the design in December 2004.

CONSTRUCTION TIMELINE

Winter 2004

Design funding

2005

Parking garage at University Drive

2005

Demolish Heinz quarters

2006–2011

Mental health pavilion at University Drive

Ambulatory and Business Services at Heinz

Residential villas at Heinz
Laundry at Heinz

H.J. Heinz Division

The H.J. Heinz Division may begin construction of new and renovated space as early as 2006. Infrastructure improvements to the surrounding campus may include improved access, turning lanes, etc. Planning the location of buildings and parking space is nearly finalized. A total of 1,200 parking spaces will be available after the construction to accommodate the increase in veterans and employees.

Upon completion of construction, the H.J. Heinz campus will include 264,000 square feet of new construction for:

- A new ambulatory care building for Audiology, Dental, Prosthetics, Primary Care, Adult Day Care, Rehab Medicine, Social Work, and an outpatient pharmacy.
- State-of-the-art domiciliary will be built to include a central building with 8 home-like residential villas, Center for the Treatment of Addictive Disorders (CTAD), and the Health Care for Homeless Veterans (HCHV) program.
- An administrative building will be constructed for human resources, fiscal operations, and other administrative services.
- New engineering space.
- A new laundry building to replace the facility at Highland Drive.



Independent liver and kidney transplant program established

In January 2004, the VA Pittsburgh Healthcare System began the first independent, in-house VA transplant center in the country. This means that the VAPHS has its own United Network for Organ Sharing (UNOS) charter for liver and kidney transplants. The VAPHS independent transplant center's first year has proved to be an amazing success. Forty liver transplants were successfully performed between January 10 and December 21 this year. In addition, since becoming an independent program, the VAPHS has performed 11 kidney transplants, of which eight involved living-related donors.

Prior to becoming an independent transplant center, the VAPHS existed as a Deans Committee hospital of the University of Pittsburgh/University of Pittsburgh Medical Center and their UNOS charter. The independent UNOS charter has allowed the VA Pittsburgh to focus its program specifically on veterans' issues. With the establishment of this independent charter, the VA Pittsburgh has performed over twice the number of liver transplants this year than were performed here last year (19). Surgical Clinic wait times have also been substantially reduced since the inception of the independent program.

The goal of the liver transplant program is to eventually perform 40-50 liver transplants per year. To accompany its innovative, independent liver transplant program, the VAPHS hired a team of highly experienced and dedicated surgeons. Dr. Thomas Cacciarelli is the Medical Director for the VAPHS Transplantation Program and is accompanied by transplant surgeons, Dr. Mohamed Akoad and Dr. Ivonne Daly.

The independent kidney trans-

plant program has also been initiated this year and it is anticipated that there will be substantially larger volumes of kidney transplants performed each year. VAPHS made the strategic decision to enter into a contractual agreement with Allegheny General Hospital for kidney transplant physician services. However, the VAPHS had dedicated significant resources in support of renal transplant patient care, including nurses, units, support staff, etc. for renal transplant patients. Dr. Carlos Vivas and Dr. Dai Nghiem join Dr. Nabeel Aslam, Program Director for Kidney Transplantation, in managing kidney transplants from both living donors as well as deceased donors.

The VAPHS transplant program also includes: four nurse coordinators, two physician assistants, three administrative support staff, as well as a foundation of dedicated inpatient nurses.

Liver Transplant Medical Director Dr. Thomas Cacciarelli & Kidney Transplant Medical Director Dr. Nabeel Aslam



(L to R) US Senator Specter, Secretary of Veterans Affairs Principi, and Director of the VAPHS Moreland answer questions about the construction project award at a press conference May 7, 2004.



Additional telemetry capacity

In 2004, four additional telemetry beds were added to 4W Surgical Enhanced Care/Telemetry area. This brought the surgical telemetry capability to a total of 8 beds. All patients admitted to 4W Surgical Enhanced Care/Telemetry are now continuously monitored for cardiac arrhythmias via a computerized arrhythmia analysis system. The nursing staff is immediately informed of any cardiac arrhythmia the patient may be experiencing by way of a computerized alarm system. In addition, new equipment was purchased to permit non-invasive blood pressure and continuous pulse oximetry monitoring on any patient who requires a higher level of monitoring.

In order to implement this additional telemetry capability, extra nursing staff were hired and trained in cardiac arrhythmia monitoring and interpretation. Nurses also attended additional training in the care of patients undergoing high acuity surgical procedures. As a result, 4W Surgical Enhanced Care/Telemetry is now able to care for patients recovering from open heart, renal transplant, and bariatric surgical procedures.



Added digital radiography

The VAPHIS Department of Radiology has achieved a milestone in modernization, efficiency and cost savings. Computerized and Digital Radiography has been implemented at the VAPHIS, resulting in the capability to produce images that can be electronically accessed throughout the hospital, transferred to CDs and archived to electronic media for permanent retention. This enables the department to function more economically and efficiently.

As of December 6, 2004, the department has become “filmless.” Radiology is no longer printing x-ray films. All studies are now obtained digitally, transmitted to a large high-resolution computer screen to be read by the radiologist. The addition of voice recognition as the dictation system

of the reports has increased the efficiency and decreased any delays.

This has markedly improved patient care and increased the efficiency of the department. Tests that would take 30-40 minutes are now performed in 10 minutes. The quick turn around time has allowed us to see more patients, markedly decreasing the waiting time for Radiology studies with immediate access. The Radiology Department has met and exceeded the National Standards for performance measures. This was accomplished without adding any new staff, and has allowed file room staff to assist in scheduling efforts for more efficient and friendly customer service.

Nuclear medicine capacity added

Nuclear Medicine sees a variety of patients, many of who have a course of medical care, which is dependent on the results of a Nuclear Medicine scan. In November of 2003, this service set a goal to increase capacity, reduce wait times and ultimately allow the patient to proceed on with their medical care. At that time, waiting periods for all tests combined were close to fourteen weeks for outpatients and one to three days for inpatients. A plan was formulated to add an additional nurse specialist, a nuclear medicine technologist and three state-of-the-art scanning cameras at a cost of slightly over one million dollars. In October and November of 2004, two new scanning cameras were installed with the third installation being set for February 2005. With the commitment of the staff, and the backing and cooperation of the leadership, wait times have already dropped to slightly over four weeks. There is no wait time for inpatients, our daily capacity has doubled and cutting-edge technology is now available to all our veteran patients.

Renovation of inpatient psychiatry and specialty clinics, including hematology/ oncology

Striving to improve patient care outcomes for our veterans, the VAPHS extensively renovated space for the Acute Inpatient Psychiatry Unit at the Highland Drive Division. Previously housed in Building 2, the busy unit was moved early in 2004 to Building 1 after a major renovation to an existing medical unit. The improvements included reconfiguring walls and room space for better patient/staff interaction, innovative safety features in bedrooms, bathrooms, and even ceilings to help prevent injury, and new computer equipment for staff documentation. The renovation also included a dayroom with satellite TV and a diningroom that overlooks the Allegheny River. The unit has been well received by staff, patients, and their families; the unit is larger, brighter and more conducive to therapeutic intervention which well serves the patient population diagnosed with major depression, anxiety disorders, and substance abuse issues.

The Outpatient Hematology/Oncology Clinic at the University Drive Division was renovated and opened in February of 2004. This unit provides state-of-the-art care in the management of patients who are receiving chemotherapy. The unit provides a larger and more pleasant environment for the patients. The unit is staffed by three nurses trained and certified in oncology. It was developed recognizing the importance of providing a pleasant environment for patients who are sick and anxious. The increased space allows families to be present with the patient and provide support.

Top Ten Accomplishments 2004

A group of elderly people are gathered in a community center, many wearing red shirts, raising their hands in a celebratory gesture. The room is filled with people, some seated in armchairs and others in wheelchairs, all appearing to be part of a group activity or performance. The atmosphere is joyful and communal.

sive techniques. This equipment will also enhance the VAPHS' ability to fulfill its educational mission, as surgical residents and attending physicians from other centers will be afforded better viewing opportunities while learning surgical techniques.

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Financial Report

Total Medical Appropriation and MCCF * _____ \$307,357,379

Operating Expenses

Salary and Benefits _____	\$178,415,958
Drugs and Medicine _____	\$15,652,545
Other Supplies _____	\$43,505,099
Services _____	\$32,668,832
Consolidated Mail-out Pharmacy ** _____	\$26,983,969
Other Expenses _____	\$10,130,976
Total Operating Expenses _____	\$307,357,379

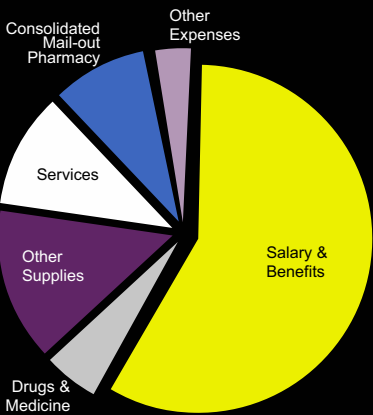
Collections

MCCF Collections _____	\$16,242,723
Extended Care Collections _____	\$117,809
Total Collections _____	\$16,360,532

Community Gifts & Donations

Cash Donations _____	\$427,826
In-Kind Donations _____	\$515,716
Total Donations _____	\$943,542

* Excludes NR Capital Expenditures ** Reflects funds transferred to CMOP



Statistics

Workload Statistics

Total Operating Beds

Hospital _____	291
Nursing Home _____	
Care Unit (NHCU) _____	336
Domiciliary _____	65
Total _____	692

Admissions

Hospital _____	6,984
NHCU _____	946
Domiciliary _____	497
Total _____	8,427

Unique Patients _____ 55,231

Patient Days

Hospital _____	74,851
NHCU _____	103,576
Domiciliary _____	22,920
Total _____	201,347

Average Daily Census

Hospital _____	204.5
NHCU _____	283.0
Domiciliary _____	62.6
Total _____	550.1

Acute Length of Stay (days)

University Drive _____	6.6
Highland Drive _____	3.6
Total Average _____	5.1

Number of Inpatients Treated

Hospital _____	7,187
NHCU _____	1,264
Domiciliary _____	562
Total _____	9,013

Outpatient Visits

St. Clairsville _____	10,800
Greensburg _____	11,035
Aliquippa _____	7,515
Washington _____	6,951
University Drive _____	267,479
Heinz _____	32,111
Highland Drive _____	114,819
Total _____	450,710

Staffing Statistics

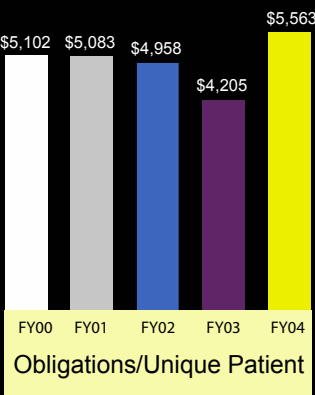
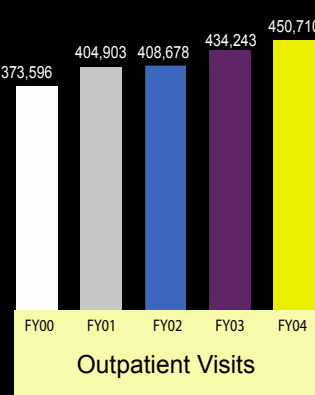
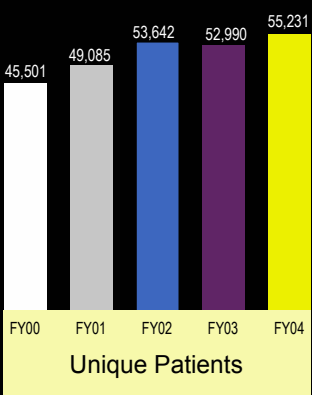
Employees _____ 2,605
(does not include
Research, VISN, Canteen)

FTEE _____ 2,449.30

Full Time Physicians _____ 81

Volunteers _____ 1,405

Volunteer Hours _____ 152,899



Leadership



Ira Richmond,
RN, CNAA
Associate
Director for
Patient Care
Services

Rajiv Jain,
MD
Chief of Staff

Michael E.
Moreland
Director

Patricia Nealon
Acting
Associate
Director

*"All labor that uplifts
humanity has dignity
and importance and
should be undertaken
with painstaking
excellence"*

MLK, Jr.